



**NASA-Air Force Partnership
at the
Kennedy Space Center and 45th
Space Wing**

Nancy Bray

**JOINT PERFORMANCE
MANAGEMENT OFFICE**



Our Geography



KENNEDY
SPACE
CENTER

CAPE
CANAVERAL
AIR STATION

PATRICK AIR
FORCE BASE



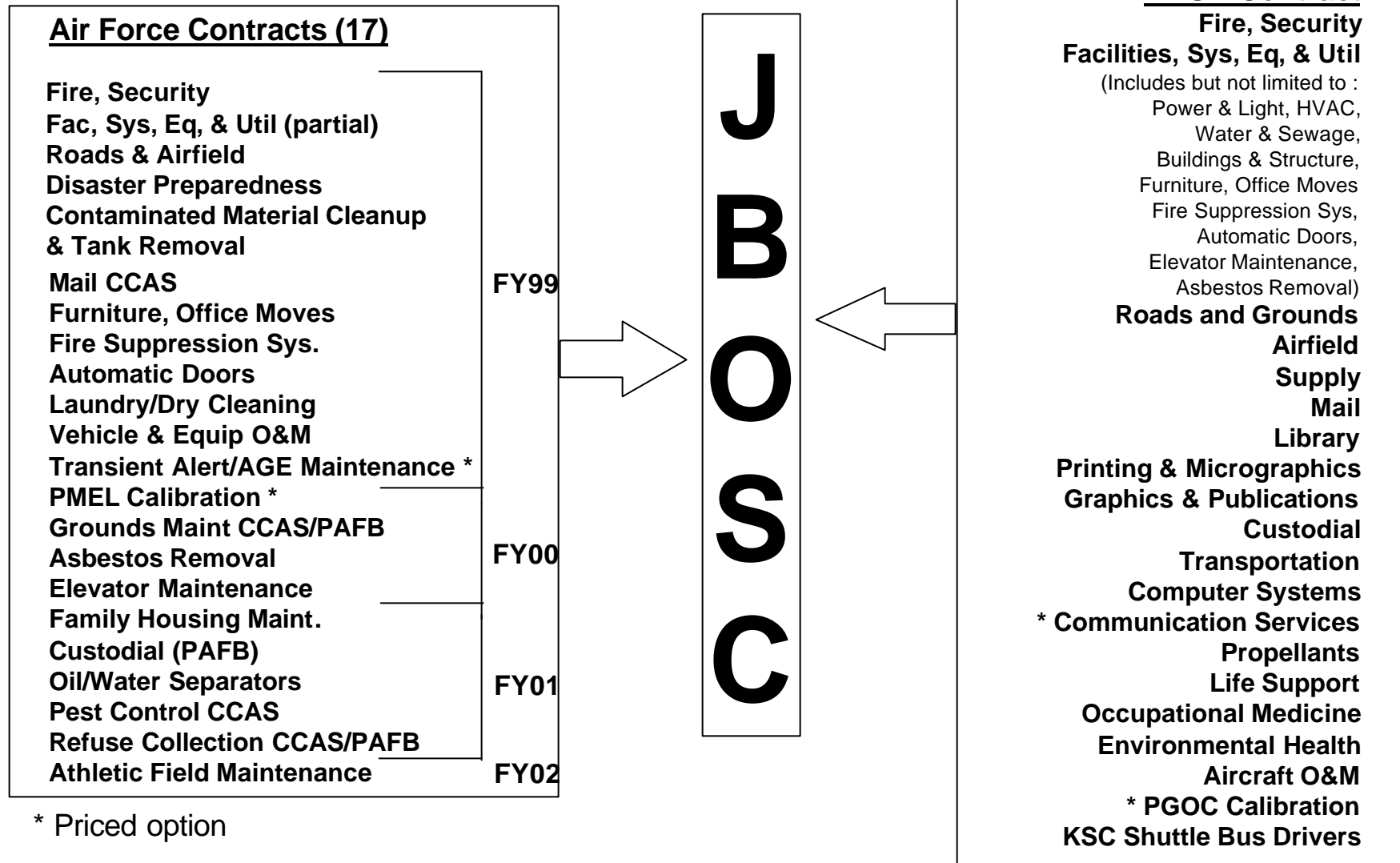
J-BOSC Background



- **45 SW and KSC are two separate organizations with a long history of cooperation**
- **Webb-McNamara agreement established basis for cooperation (January 1963)**
- **Traditional cooperative efforts**
 - **Sharing of support contracts (since 1976)**
 - **Sharing facilities**
 - **Air Force and NASA facilities located on each other's property**
- **Mid 1997 Air Force and NASA decided to pursue consolidation of base support requirements**



Contract Consolidations





J-BOSC Milestones

- **Joint Procurement Development Team authorized August 6, 1997**
 - **NASA contract**
 - **Performance-based contract**
 - **Consolidates 18 contracts**
- **Joint Performance Management Office (JPMO) established June 1998**
- **Awarded on schedule - August 1998**
- **Contract awarded to Space Gateway Support (SGS), a joint venture between Northrup Grumman, ICF Kaiser, and Wackenhut**
- **Contract start date October 1, 1998**



Terms of Contract

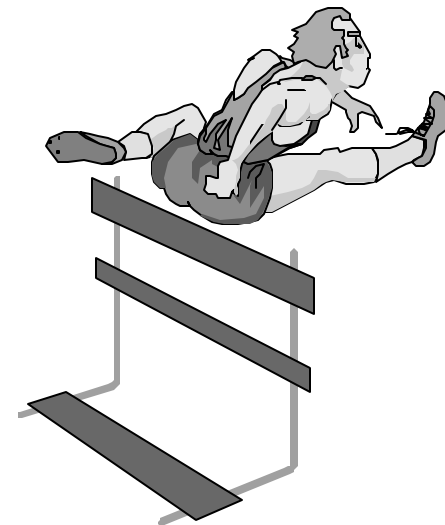
- **10-year performance period**
 - 5-year basic period, plus one 5-year priced option
 - Allows time to realize cost saving and performance improvement benefits
 - Facilitates recovery of contractor investment
 - Automated systems
 - Vehicles and equipment
- **Cost-plus award fee**
 - Award fee criteria is structured to evaluate cost control and performance indicators
 - Ensures customer satisfaction at a reasonable cost





Benefits to Customers

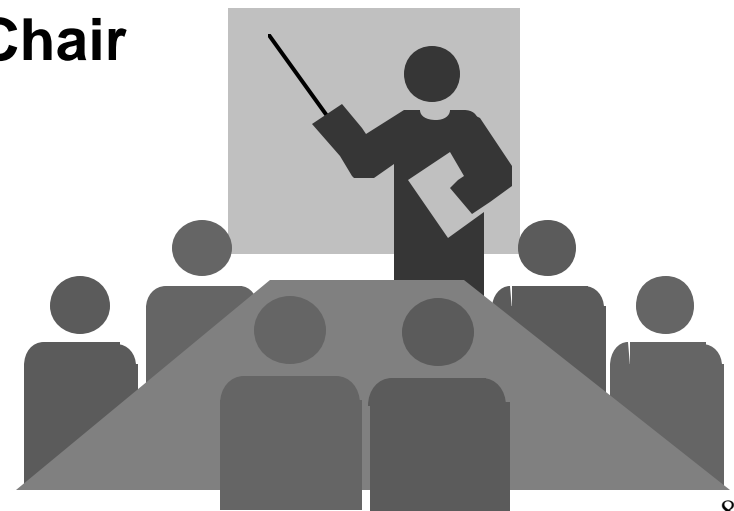
- **One-stop shopping for base support and services**
- **Contractor-to-customer direct relationships**
 - **Minimized Government involvement**
- **Fixed price catalog of services by year three**
- **Unified operations for KSC and CCAS**





Management Approach

- ***Overall Management*** of J-BOSC contract is by the Board of Directors and the Joint Performance Management Office
- **Board of Directors**
 - Provides strategic goals and vision to the JPMO
 - Partnered between Board of Directors, JPMO, J-BOSC contractor, and customers
 - Award Fee Determining Official - Chair
- **Chair and Vice Chair will rotate** between KSC Director and 45th Space Wing Commander every 2 years





JPMO Organization

KENNEDY SPACE CENTER

Director

Roy D. Bridges, Jr.

45TH SPACE WING

Commander

BGen F. Randall Starbuck

**JOINT PERFORMANCE
MANAGEMENT OFFICE**

Executive Director

Deputy Director

**BUSINESS
OFFICE**

**INTEGRATION
OFFICE**

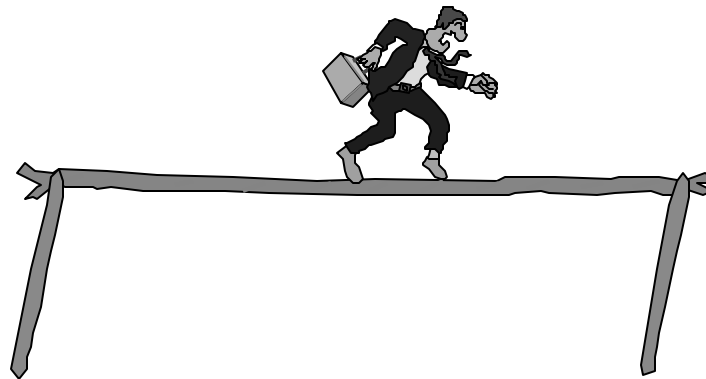
Engineering Services
Infrastructure
Protective Services
Logistics
Safety, Health and Environmental
Information Technology and
Administrative Services

**STAFF
OFFICE**



Management Approach

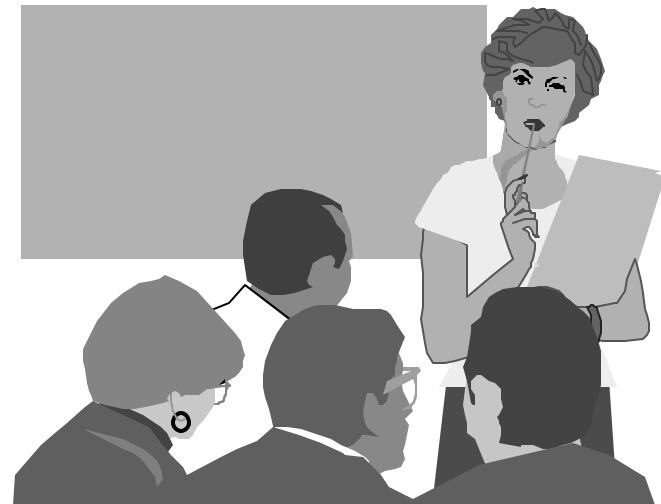
- **Jointly Staffed - AF Civil Servants and Military, and NASA Civil Servants**
- **Founded on the principles of existing joint management responsibilities and agreements**
- **Performance-Based Contract**
- **Integrated Product Teams: lead and participate**





Integrated Product Teams (IPTs)

- **Partnerships between JPMO, base-support customers, core technical experts, fund-source managers, and the contractor**
- **Establish J-BOSC performance expectations and performance indicators**
- **Resolve contract issues**
- **Partner contract surveillance**
- **Award Fee input**
- **Contract changes**





Challenges

- **Cost and Budget Management**
- **Contractor Labor Agreements**
- **Computer Network Firewall**
- **Culture Change**



J-BOSC Achievements

- **Contract Efficiencies Reinvested in Infrastructure**
- **Smooth Transition During Active Launch Schedule**
- **Labor Harmony**
- **Successfully Integrated Work Centers**
 - **911**
 - **Security and Fire**
 - **Work Control (in-progress)**
- **Facility Reduction**
- **Move from Gov't Furnished Equip to Contractor Furnished**



Reinvestment Program

- **Contract Savings Reinvested for Installation Improvements**
- **Upgrade and Modernize Aging KSC and CCAS Infrastructure to Meet Current Mission Demands and Future Programs**
 - **Facility infrastructure and systems**
 - **Information Technology**
 - **Lab and Test Bed Development/Revitalization**
 - **Modernize Range Systems**



JPMO Achievements

- **Successfully unified JP Organization**
- **ISO Certification**
- **Installation Improvement Program (IIP)**
- **Converging Two Different Cost Accounting Systems**
- **Partnered Contract Changes**



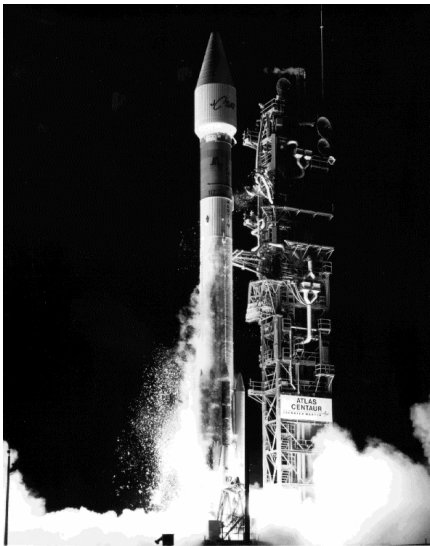
Air Force Inspection Agency

- **Special Management Review (SMR)
of base level acquisition reform:**

This one effort was the epitome of Acquisition Reform and provides many lessons applicable to AF projects.”



The Way Ahead



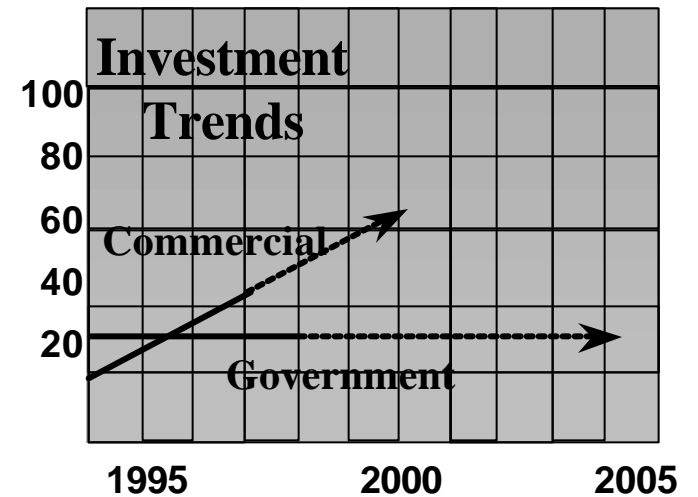
**50 Launches
per year**



**Expanded
Partnerships**



Contract Efficiency



**Less Gov't
more
Commercial &
International**